

February 13, 1981

Mr. Donald P. Gregg

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Dear Don,

I was delighted to hear that you may be able to join us for our two-day shindig in the country on the business of estimating. Your presence would be a real plus for us all, and Bruce, Hal, and I are particularly looking forward to your sharing your wisdom with us on topics that will have a very familiar ring to you.

Here are the specifics on the logistics and the tentative agenda. Most of us will be leaving Headquarters at 8:00 a.m. Monday, 23 February, via bus for [redacted] Washington National. We'd be happy to have you join us for the bus ride, or you might prefer simply to meet us [redacted] at 8:30 a.m. (Please let me or my Exec Officer, [redacted] -- know what your druthers are in this regard.)

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The conference itself will take place in the [redacted] [redacted] We'll plan on getting under way there at about 10:30 a.m. On tap for discussion after the opening formalities will be various folks' evaluation of the NIC to date (strengths and weaknesses). After lunch we'll tackle an examination of the new policy environment in which we operate, and it is here that we would especially like to call on you. Could you lead off this discussion with a 15- or 20-minute burst on how this looks from your NSC vantage point? We've planned for about an hour and a half of discussion on this topic; after your remarks, we're suggesting that each NIO briefly recount his experiences in this area to date, followed by some specific comments by me and some general discussion. Next we'll kick around the problems of drafting for an hour or so before breaking for happy hour and dinner.

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After dinner we'll return to the fray with some recollections and advice concerning "the purposes and problems of estimating." Hal Ford will introduce this session and a three-man panel of "outsiders" (John Huizenga, [redacted] [redacted] -- a NIC consultant at Brookings) to get us launched on this discussion. After breakfast on Tuesday we'll wind up our meeting by discussing coordination and dissent. We plan to fold our tents at around 10:15 a.m. which should put you back here at about noon or a little before.

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Participants will number about 30 and will include all the NIOs; several of their deputies; the ten analysts now on board in our planned 20-officer drafting staff; Bruce, Hal, and myself; and, as our guests, yourself, Huizenga, [redacted] [redacted] You will bunk at [redacted] ~~STAT~~ where we will also take lunch and dinner on Monday and breakfast on Tuesday.

I think our agenda will give us all some interesting, if not exactly new, bones to gnaw on. At this point chances look pretty good that our session will come off as outlined above, but should forces beyond our control invalidate this estimate and force us to postpone or alter, we'll get to you as quickly as possible. See you on Monday, 23 February!

Sincerely,

[redacted]

Richard Lehman

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